Performance Regimes and Institutional Contexts: comparing Japan, the UK and USA

Prof. Dr. Colin Talbot

Manchester Business School

&

Director of the

Herbert A. Simon Institute for Public Policy and Management

Results have always mattered

In both dictatorships and democracies the leaders have always sought legitimacy by celebrating their achievements.

(even if they are only now remembered for how many wives they had)



King Henry VIII

Government by Results

- > Bigger
 - Greater effort
- > Broader
 - Includes more countries (even France!)
- > Deeper
 - Includes more services
- Longer
 - Two decades or more

Buying a house and performance reporting

- Estate agent (realtor) has information about:
- Local schools 'league table' results and OFSTED (inspection) reports
- OFSTED inspections of local nurseries
- Can make a difference on house prices of several tens of thousands of pounds

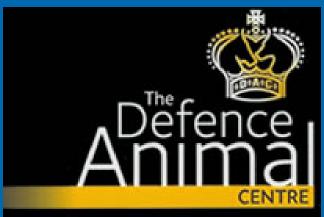






Not all results reporting is so high profile

Training dogs and horses for our armed forces is slightly less newsworthy and has rather less impact





Comparing countries

Japan – Government Policy Evaluation Act



UK – Public Service Agreements



USA – Government Performance and Results Act



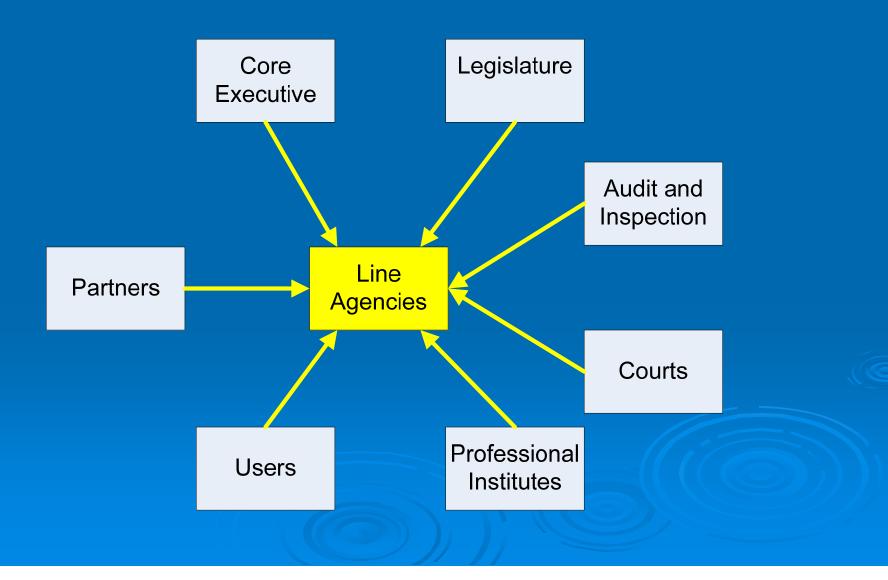
Results

> Evaluation and Performance

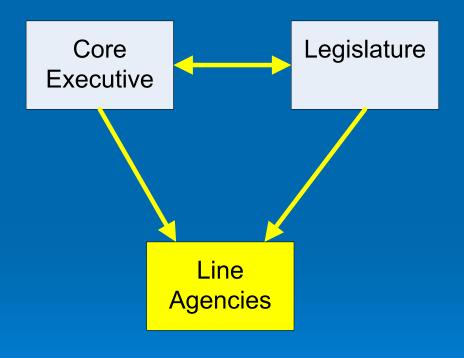
Evaluation: focus on programmes and policies; 'one-off'; qualitative as well as quantitative

Performance: focus on organisations; continuous; mainly quantitative

Performance regimes: institutions



Focus on Executive: Legislature



Executive dominance?





Who initiated policy?

Who initiated results reporting policy?



Based on legislation:



Not based on legislation:



Integration with budget

Results reporting integrated with budget process?



How much reporting is done?

High





Low

Who decides what to report?

Who sets results to be reported?

Legislature





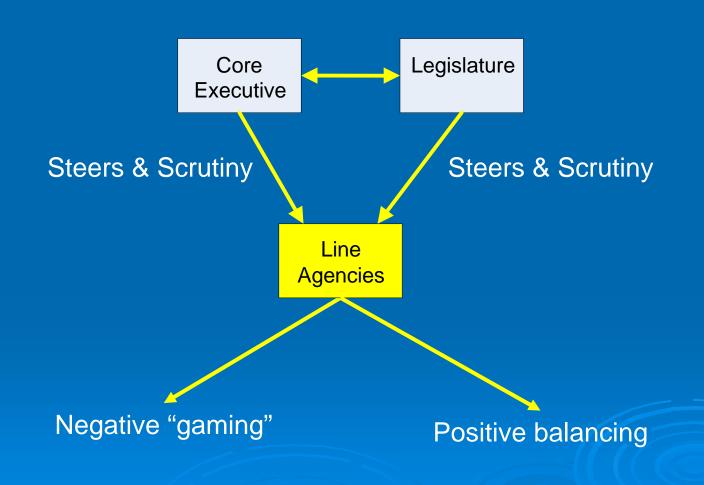
Agencies themselves

Scrutiny of results?

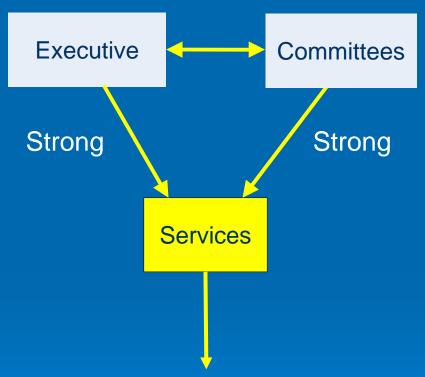
Scrutiny of results by legislature?



Impacts of performance regimes?



English Local Government



Positive correlation with performance

Many further issues to explore

- Impact of the other elements in 'performance regime'?
 - Especially role of national audit authority
- How is the executive using results information?
 - The politics of the budgetary process
- Why are legislatures apparently slow to adapt to results reporting?
- How well are agencies using results reporting themselves?
 - And how do they cope with conflicting demands?